

# 2017-2019 Operational Plan

## 2018 Mid-Cycle Update



## 2017-19 OPERATIONAL PLAN

### Access

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- Investigate, purchase, and implement schedule development software.
- Offer selected degrees and certificates in a fully online format, and develop appropriate marketing plans.
- Develop and implement Job Corps partnerships to offer Basic Education for Adults, College Success Skills, High School 21+, Allied Health, and Computer Information Systems courses.
- Increase instructional and administrative capacity for Basic Education for Adults across the District:
  - ◆ Investigate hiring full-time Basic Education for Adults Faculty for Whidbey Island Campus;
  - ◆ Investigate hiring Basic Education for Adults Instructional Technician/Navigator for Whidbey Island Campus;
  - ◆ Hire Navigator to serve Basic Education for Adults and Open Doors.
  - ◆ Increase High School 21+ course offerings.
  - ◆ Provide access to High School 21+ and Life Transitions students in San Juan County.
  - ◆ Expand Open Doors partnerships to include Burlington-Edison, La Conner, Anacortes, and Concrete school districts.
  - ◆ Expand INVEST to second cohort and hire Special Education instructor to support INVEST and Open Doors.
  - ◆ Evaluate staffing in Enrollment Services for Basic Education for Adults student recruitment.
- Expand capacity in Diesel program.
- Investigate hiring full-time Lab Technician for Manufacturing and Automotive to support CNC courses.
- Investigate hiring full-time temporary faculty for Welding to teach third cohort in the evening.
- Investigate science lab capacity at Whidbey Island Campus.
- Develop plan to fund Tier 1 athletic programs at NWAC maximum scholarship levels.
- \*\*Investigate capacity of recruitment staff, including A-Team.
- \*\*Expand marketing strategies across all SEM priorities.
- \*\*Add capacity to build out TargetX communications.
- \*\*Explore adding Medical Assisting at WIC.
- \*\*Develop and implement plan to administer College in the High School and CTE Dual Credit.

### Achievement

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- \*\*Hire full-time temporary faculty positions in Computer Information Systems for Fall 2018 and Computer Science/MIT for Winter 2019.
- \*\*Hire full-time tenure-track faculty positions for Fall 2019 in the following fields: BEdA (WIC); Ethnic Studies; Engineering; English IBEST; Library (WIC) and Social Science (WIC).
- Implement Student Achievement Strategy consistent with pathways guidelines:
  - ◆ Identify overlapping courses and sequencing.
  - ◆ Redesign curriculum areas with similar content.
  - ◆ Develop contextualized on-ramps, and redefine I-BEST courses, certificates, and degrees to better support student success.
  - ◆ Implement minimum math and reading requirements for program entry.
  - ◆ Review outcomes for English sequences from 97-101 and overlap with Basic Education for Adults.
  - ◆ Build learning communities into each pathway.
  - ◆ Review and update course pre-requisites.
  - ◆ Implement consistent course schedule matrix.
  - ◆ Create course schedule for 2018-2020 academic years informed by degree maps.
  - ◆ Identify engagement opportunities as a means to support student achievement.
- Develop meaningful AAS-T degrees to enhance transfer opportunities for workforce students including Craft Brew and Health Fitness Technician;
- Investigate increasing the institutional Work Study funds in response to minimum wage increase.
- Develop I-BEST pathways for all eligible Professional-Technical program.
- Explore I-BEST pathway and other health science program options as alternative to LPN at the Whidbey Island Campus.
- Expand Head Start and ECEAP, and implement Head Start duration and Early Head Start grants.
- Implement program review and learning assessment, including systematic use of data with attention to identifying and closing equity gaps.
- Revise general education outcomes, program learning outcomes, and diversity requirement.
- Develop and implement quality design standards for all courses.
- Expand inclusive pedagogy initiatives:
  - ◆ New tenure-track Faculty Learning Community.
  - ◆ Inclusive Pedagogy Faculty Learning Community and Advisory Group.
  - ◆ Action-based research projects.
- Implement the Cardinal Completion Program in collaboration with the Foundation.
- Hire a full-time Navigator to serve Health Sciences students.

- Investigate hiring a full-time Navigator to serve STEM students and assist in administering the Cardinal Completion program.
- Investigate hiring a full-time Multicultural Program Coordinator with S&A funds.
- Develop model to provide childcare to SVC students and employees.
- Investigate models to fully fund Writing Center.
- Pursue grant funding opportunities to increase success of underrepresented and underserved student populations.
- Pursue grant funding opportunities to increase STEM offerings and success of students in STEM programs.
- \*\*Develop and implement co-curricular models that strengthen the integration of KSVR and Cardinal Newspaper as high impact learning practices

## Community

- Investigate and implement an "Institute for Civility."
- Further develop measures of equity related to Core Themes.
- Develop a sustainable funding model for the POW WOW.
- Investigate need for and develop approach to provide safe and inclusive spaces.
- Investigate the feasibility of an outdoor recreation equipment facility.
- Investigate possible mural and art projects for the Mount Vernon and Whidbey Island campuses.
- Investigate means to stabilize funding and expenses for KSVR to offset reductions in federal grant.
- Investigate means to stabilize funding and expenses for KSVU-FM Concrete.
- Develop plan for housing and transportation in Friday Harbor to accommodate Road Scholar in summer; and conferences or International students in winter.
- \*\* Develop plan to foster and assess a sense of belonging among adjunct faculty and part-time staff

## Latino Engagement

- Implement plan to become a Hispanic-Serving Institution.
- Investigate and implement a family engagement program through Enrollment Services and Multicultural Student Services.
- Investigate Early Childhood Education training facility and Center for Bilingual Education and Maestros.
- Investigate hiring tenure-track Ethnic Studies/ Chicano Studies Faculty.

## Global Citizenship

- Implement plan to increase global learning and citizenship, including adequate staffing to support growth in International Programs.
- Investigate developing a School of Business & International Studies.
- Create enrollment pathways for International Students from Academic ESL to Business and STEM degrees, including Whidbey Island Campus summer intensive program.

## Environmental Stewardship

- Develop strategic plan for environmental sustainability that aligns with the College's vision and Core Themes.
- Investigate moving to a paperless document storage solution for Financial Aid, Student Success Center, and Enrollment Services.
- Conduct printing policy review and implement district-wide Managed Print contract.

## Utilizing 21<sup>st</sup> Century Technologies

- Install updated, reliable teleconferencing and ITV tools, and provide training on new processes and technology.
- Hire a ctcLink project manager, create a project team, and develop a plan to backfill current duties.
- Upgrade to a district-wide phone system that is supported by new technology more compatible with current communications.
- Implement Target X, Acalog, 25Live, Megamations, and schedule and course assignment software, and provide district-wide trainings on new technologies.
- Develop and implement district-wide use of TargetX to track student use of instructional support services, such as Tutor Center, Math Center, and Writing Center.



### Aligning Educational Programs with Regional and State Economic Development Strategies

- Start a Bachelors of Applied Science in Applied Management, and hire full-time faculty to develop program.
- Investigate Seed to Table/Grain to Glass vision including: Kitchen Master Plan, chef/caterer, and food truck.
- Investigate a partnership with the Northwest Portland Area Indian Health Board and Swinomish Tribe to develop Dental Health Aide Therapy Training Program.
- \*\*Secure facilities for dental therapy program.
- Continue Engineering/Manufacturing integration, and investigate hiring a full-time Faculty in Engineering.

### Institutional Capacity

- Complete Year Seven Self-Evaluation Accreditation Report and prepare for site visit in April 2018.
- Continue Removing Barriers Campaign to reach fund goals on the campaign timeline.
- Develop a meeting schedule to facilitate shared governance and increased district-wide communication.
- \*\*Investigate department and division chair structure, administrative structure, and support staff capacity in Instruction to align with Student Achievement Strategy.
- Conduct a district-wide review of instructional support programs, including tutoring, supplemental instruction, and peer mentoring, to ensure maximum coordination of services.
- Increase capacity in Environmental Conservation, Geographic Information Systems, Environmental Agriculture, and Biology:
  - ◆ Investigate hiring full-time faculty and increase Environmental Conservation classified staff from 10- to 11-month contracts.
  - ◆ Increase articulation agreements with four-year institutions in Environmental Conservation.
- Investigate hiring full-time staff to support transcript evaluation, applications, and intake process.
- Integrate Title III grant-funded efforts into operating budget.
- Review hiring procedures and documents for all positions to assure diversity and equity commitment is reflected:
  - ◆ Establish standards for diversity in applicant pools.
  - ◆ Participate in State Knowledge/Skills/Abilities development.
  - ◆ Identify recruitment funds to attract deep and diverse candidate pools.

- Implement phased approach to professional development program for SVC employees.
  - ◆ Develop a plan to provide training on an ongoing, systemic basis.
  - ◆ Investigate hiring a training coordinator.
  - ◆ Integrate equity, inclusion and interrupting bias training into New Student Orientation & New Employee Orientation.
  - ◆ Train all employees on inclusive practices.
  - ◆ Train advisors in appreciative advising.
  - ◆ Provide equity & inclusion training for College Leadership.
- Hire full-time Security Director.
- Hire Academy Director for Parks Law Enforcement Academy and Basic Law Enforcement Reserve Academy.
- Investigate hiring additional staff in accounts payable.
- Assess district-wide custodial staffing needs.
- Investigate capacity for student conduct management and Title IX compliance.
- Continue developing emergency response system, including: upgrading speaker system and developing plan to implement concerns identified in safety survey.
- Complete feasibility study and continue to seek funding for expansion of student housing.
- Assess use of copy center on campus and explore alternatives.
- Investigate capacity to support growing demand for professional photographs for use on the website and in promotional materials.
- Investigate capacity to support growing demand in graphic design needs.
- Pursue east campus improvements in partnership with Skagit County.
- \*\*Develop plan to upgrade telephone system.
- \*\*Investigate development of community education and customized training programs.
- Implement Facilities Improvement Plan:
  - ◆ Upgrade Nursing labs at Whidbey Island Campus to meet accreditation standards.
  - ◆ Replace bay doors for auto program.
  - ◆ Renovate portions of Reeves Hall to facilitate composite and manufacturing program needs.
  - ◆ Retrofit standalone fire station building.
  - ◆ Make ventilation and roof improvements to Old Main and Oak Hall.
  - ◆ \*\*Investigate development of community education and customized training programs.

**\*\*New or revised item in 2018-19**